

GOVERNOR'S OFFICE OF CRIMINAL JUSTICE PLANNING

1130 K STREET, SUITE 300
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(916) 324-9100



PROPOSAL COVER SHEET

RFP PROCESS

Title II Delinquency Prevention and Intervention Program

Deliver to the Juvenile Justice and Delinquency Prevention Branch

Submitted by:

**The San Bernardino County Probation Department
175 West 5th Street, 4th Floor
San Bernardino, California 92415-0460**

909.387.5758 or 909.387.5855

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GOVERNOR'S OFFICE OF CRIMINAL JUSTICE PLANNING (OCJP A301)
GRANT AWARD FACE SHEET

The Office of Criminal Justice Planning, hereafter designated OCJP, hereby makes a grant award of funds to the following **Administrative Agency (1): The San Bernardino County Probation Department** hereafter designated Grantee, in the amount and for the purpose and duration set forth in this grant award.

(2) Implementing Agency Name: The San Bernardino County Probation Department

Contact: Michelle Scray, Division Director II Address: 175 West 5th St, 4th Flr, San Bernardino, Ca. 92415-0460 Telephone (909) 387-5857

(3) Project Title (60 characters maximum) E-mail Address (If you have one.) GANG REDUCTION AND SUPPRESSION PROGRAM	(6) Award No.
(4) Project Director (Name, Title, Address, Telephone) (four lines maximum) Michelle Scray, Division Director II 175 West 5 th Street, 4 th Floor San Bernardino, California 92415-0460 (909) 387-5857	(7) Grant Period July 1, 2003 through June 30, 2004 (8) Federal Amount \$191,502 (9) State Amount N/A
(5) Financial Officer (Name, Title, Address, Telephone) (four lines maximum) Cecilia Coyazo, Staff Analyst II-Grant Coordinator 175 West 5 th Street, 4 th Floor San Bernardino, California 92415-0460	(10) Cash Match None (11) In-Kind Match None (12) Total Project Cost \$191,502

This grant award consists of this title page, the proposal for the grant which is attached and made a part hereof, and the Assurance of Compliance forms which are being submitted. I hereby certify that: (1) I am vested with authority to, and have the approval of the City/County Financial Officer, City Manager, or Governing Board Chair, enter into this grant award agreement; and (2) all funds received pursuant to this agreement will be spent exclusively on the purposes specified. The grant recipient signifies acceptance of this grant award and agrees to administer the grant project in accordance with the statute(s), the Program Guidelines, the OCJP Grantee Handbook, and the OCJP audit requirements, as stated in this Request for Proposal (RFP) and Request for Application (RFA). The grant recipient further agrees to all legal conditions and terms incorporated by reference in this RFP/RFA.

<p style="text-align: center;"><u>FOR OCJP USE ONLY</u></p> <p>Item:</p> <p>Chapter:</p> <p>PCA No.:</p> <p>Components No.:</p> <p>Project No.:</p> <p>Amount:</p> <p>Split Fund:</p> <p>Split Encumber:</p> <p>Year:</p> <p>Fed. Cat. #:</p> <p>Match Requirement:</p> <p>Fund:</p> <p>Program:</p> <p>Region:</p>	<p>(13) Official Authorized to Sign for Applicant/Grant Recipient</p> <p>_____ Name: Dennis Hansberger</p> <p>Title: Chairman, Board of Supervisors</p> <p>Address: 385 North Arrowhead Avenue, 5th Floor San Bernardino, California 92415-0460</p> <p>Telephone: (909) 387-4855</p> <p>Date:</p> <p>I hereby certify upon my own personal knowledge that budgeted funds are available for the period and purposes of this expenditure stated above.</p> <p>_____ Fiscal Officer, OCJP Date</p> <p>_____ Executive Director, OCJP Date</p>
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(rev. 5/14/01)

PREFERENCE POINTS CERTIFICATION

Use this format if one is not provided by the Lead agency.

DATE:

TO: GOVERNOR'S OFFICE OF CRIMINAL JUSTICE PLANNING

FROM: Community Contact
Enterprise Zone Program

SUBJECT: PREFERENCE POINTS

(check only one box)

- ☐ (5%) The applicant named below has targeted this enterprise zone for grant-related activities.
- ☒ (2%) The applicant named below has not specifically targeted this enterprise zone for grant-related activities. However, the applicant provides needed services to residents of this community.

Applicant Name: San Bernardino County Probation Department

Project Name: GRASP Project

Address: 175 West 5th Street, 4th Floor, San Bernardino, California 92415-0460

Program Zone: Agua Mansa (Multi-jurisdictional Zone)

I certify that I have reviewed the proposed project and that it meets the eligibility requirements for preference points as required by California Government Code, Section 7082.

<u>Deborah Frye</u>	<u>Economic & Community Development</u>
Print Name of Enterprise Zone Contact	Coordinator
	<u>Title</u>

<u></u>	<u>April 23, 2003</u>
Signature of Enterprise Zone Contact	Date

San Bernardino County Economic & Community Development Agency

Name of Enterprise Zone Agency

290 North "D" Street, 6th Floor, San Bernardino, California 92415-0440

Address

(909) 388-0832

Telephone Number

PROJECT NARRATIVE

Problem Statement:

San Bernardino County, California is geographically the largest county in the United States with 22,160 square miles. The majority of the county's 1.7 million residents live in a valley, which forms an eastward extension of the Los Angeles basin. This populous valley consists of contiguous cities stretching into Los Angeles County. As such, San Bernardino County has long suffered trends in crime similar to Los Angeles.

One of the most prolific crime and delinquency issues facing San Bernardino County is that of street gangs and the plague of violence caused by gang-related crime. Countywide there are 245 identified street gangs comprised of over 21,000 members.¹ Of these, approximately half are under the age of eighteen (18) years. In fact, of all ten counties in Southern California, San Bernardino ranks third behind only Los Angeles and Orange Counties in having the largest number of identified gang members. A large segment of the juvenile populations serviced by the San Bernardino County Probation Department are gang members. As of April 25, 2003 the probation department's two juvenile detention facilities housed 400 youth of which 29.5% were identified gang members.

Violent crime follows gang membership. The county seat is the City of San Bernardino, which has identified approximately 3,200 gang members. In the past seven years, 10 new gangs have met the requirements for prosecution under the STEP Act (Street Terrorism Enforcement and Prevention Act). The city suffered 35 homicides in 2000, twenty-five of which were committed by gang members or had gang-members as victims. Other major cities in the county

¹ All references to gang membership data is compiled by local law enforcement agency tracking systems and notice of registration requirements pursuant to Penal Code Section 186.30. The documented number of street gangs varies widely, dependent upon the inclusion of tagging crews and whether any one crew is currently engaged in delinquency surpassing acts of vandalism.

are plagued with gang violence as well. The City of Colton is not geographically large, but 849 identified gang-members belong to six active gangs that have met STEP requirements. In 2000, all seven of the city's homicides were gang related.

A landmark study on gang association and crime, the Rochester Youth Development Study, indicated that gang members account for the lion's share of delinquent acts, especially more serious or violent crimes. While representing only one-third of delinquents studied, gang members accounted for 86% of the serious delinquent acts, 69% of the violent delinquent acts, and 70% of the drug sales.² Other studies also show that gang members are more likely to commit violent crimes, property offenses, and use drugs (Spergel, 1995; Thornberry, 1998). They are more than twice as likely to carry guns and three times more likely to sell drugs (Bjerregaard and Lizotte, 1995).

The citizens of San Bernardino County are as concerned about gang-related crime as are justice officials. In a 2000 survey, they listed street-gangs (categorized separately from overall crime) as the fourth worst thing about living in San Bernardino County.³ Riverside county residents did not even list gang crime amongst their top five concerns. The 2001 survey indicates a continuing decline in fear of crime, but Riverside County residents are more concerned about drug problems and San Bernardino County residents show more concern over gang problems. In 2000, 38% of both county's residents indicated there was an area within one mile of their home in which they were afraid to walk after dark.

It is evident that gang membership and related delinquency has long been at a crisis level, however successful interventions have proven more elusive. It is important to note that in most juvenile court cases, supervised probation in the community is the most common adjudicated

² U.S. Department of Justice, OJP, Office of Juvenile Justice and Delinquency Prevention; OJJDP bulletin, Gang Members and Delinquent Behavior, June 1997.

disposition. Therefore, probation officers are most likely to represent the first line of contact with gang members.

A wide range of gang intervention strategies have been employed over the past ten years by the probation department, law enforcement, and community based organizations. None have remained in place very long and all have had varying degrees of success. San Bernardino County law enforcement operated a program called SMASH (San Bernardino County Movement Against Street Hoodlums). This multi-agency collaboration was modeled after the 1980's era Los Angeles Police and Sheriff's programs CRASH and Operation Safe Streets. This enforcement model would identify gang members or gang territory and target them for specialized operations of searches, vehicles stops, or pedestrian contacts. While successful from an enforcement perspective, SMASH was mostly reactive to crime without targeting causative factors. Additionally, SMASH was a countywide operation, so operations were infrequent and few agencies assigned personnel to the project on a full-time basis.

While law enforcement addressed the gang problem by responding to crime, numerous studies in the 1990's suggested intervention in the lives and decision-making process of gang members. Community based organizations offered several programs. The "GRIT" program (Gang Reduction Intervention Team) offered interpersonal conversations in a youth group format. The interaction team of counselors was comprised mostly of former gang members. The program was disorganized and utilized counselors without credentials or background checks. The curriculum was based on what the counselors felt were relevant issues, not sound research principals. There were no outcome measurements taken to steer the curriculum of the program or assure success.

³ Year 2000 Inland Empire Annual Survey; Inland Empire Research Consortium, 2000.

A program entitled “GRIP” (Gang Risk Intervention Program) is conducted conjointly between the San Bernardino County Superintendent of Schools and two community-based organizations. While addressing the larger issue of delinquency, GRIP has numerous components, only one of which addresses gang affiliation. The program is designed as a prevention tool for younger children or middle school-aged students. It largely addresses the impact of gang influence on middle school academics.

Last year the California Department of Justice funded the San Bernardino Child Advocacy Program through the California Gang, Crime, and Violence Prevention Partnership Program (GCVPP). The program is entitled the Child Advocates of San Bernardino County or CASA program. This program operates using child advocates who are volunteers trained and sworn as officers of the court to act as mentors and advocates for at-risk children. Although a valued program, it is essentially a preventive program that does not address intervention in the lifestyles of hard-core gang members. The program is designed for children of all ages, but directed at WIC 300, or dependent children, and not WIC 602 wards who commit delinquent acts. While praiseworthy for its efforts to quell risk factors with abused and neglected children, it is not designed to address youth currently enmeshed in a gang lifestyle.

The probation department has formed gang units twice in the past twenty years. However, these units offered supervision without the added component of programming. Major research indicates a variety of ways to address gang behavior through treatment modalities.⁴ The gang units were primarily tasked with the supervision of probationers. As such, gang affiliation was addressed as a risk/need factor in the same manner as alcoholism or unemployment. The resources needed to supervise gang members could not be brought to bear, while meeting

⁴ U.S. Dept of Justice, BJA; Addressing Community Gang Problems: A Model for Problem Solving, January 1997

casework expectations and providing investigative information to the juvenile courts. Moreover, geographic coverage had to be narrowed to the cities of Ontario and San Bernardino.

Officers developed an innovative program component entitled GRASP (Gang Reduction And Suppression Program). This program operated for approximately two years, but was never fully implemented. As the probation officers conducting the program were also required to carry caseloads, the program remained an after-hours endeavor. The program did not incorporate a supervision aspect. As such, officers supervised gang members on their caseloads, but provided programming for other gang members who resided outside their supervision areas. The referral system did not contain a screening element to separate out non-gang members or train officers to identify and evaluate who was best suited for the program. As a case management plan was not incorporated, gang issues may have been addressed while other social needs were overlooked. The program expected to address these issues, but due to limited resources never expanded it beyond a classroom format. Eventually, the course was discontinued when the gang unit was disbanded.

Dr. Gloria Meltzer conducted her doctoral dissertation, An Evaluation of a Probation Department Gang Reduction and Suppression Program, Pepperdine University 2001, on the GRASP program. Her dissertation included recommendations for the probation department and serves as a proven model for operating the GRASP program.

Since the conclusion of the GRASP program, department resources have been extremely limited. Court expectations and mandated responsibilities have been prioritized. Proposition 21 caused personnel resources to be directed to adult drug offenders. Grant awards and collaborative partnerships with school districts have restricted the deployment of officers outside the limits of these programs. While the probation department continues to provide component

programming on various topics for probationers, the experience with the GRASP program clearly indicated that a gang program must encompass classes, supervision, a referral and case management system, and dedicate personnel on a full-time basis. This problem is aggravated by the fact that gang programming cannot be conducted by officers also dedicated to caseload supervision. Operation of GRASP is simply beyond the available resources of the probation department at this time.

The problem facing the probation department is evident. There are 21,000 gang members in 245 separate gangs, over 10,000 youth under the age of eighteen who claim gang affiliation, and cities where the majority of homicides and violent crime are gang-related. Every probation caseload contains gang members, and 30% of the detained juvenile population is gang members; yet there is no gang unit or comprehensive gang reduction program being offered by the probation department. Community-based organization's gang programs are either directed toward prevention or simply ineffective.

Plan:

Target Area and Population:

The Probation Department intends to target youth who are active gang members between the ages of 13 and 18 years, who reside in the cities of San Bernardino, Highland, Redlands, Loma Linda, Grand Terrace, Rialto, Colton, Fontana, and unincorporated county areas within the supervision of the department's Central Juvenile Division. These youth most likely will be on formal probation, but an identification and referral system will be developed that will allow school districts, community-based organizations, faith-based organizations, and probation

officers working with informal (WIC 654) youth to refer gang members who are not on formal probation.

Program Description:

The Probation Department will reactivate the GRASP program, but incorporate those specific recommendations made by Doctor Meltzer and originally intended when the program was implemented. While the previous program involved only a ten-week class, the program will be substantially restructured to add the components of home contacts by probation officers, a parent empowerment concept, an identification and referral process, a case management plan, and training system to help officials and officers, recognize, identify, and refer youth. The classroom component will be expanded to twelve weeks, and two classes will be offered simultaneously. This will separate the most serious, violent gang members from associates, younger gang members, and taggers.

Goals, Objectives and Activities:

The immediate objectives of the program will be as such: a) To direct 200 gang members into the program during the first year; b) To monitor attendance and compliance with program requirements to ensure as many participants as possible complete the program; c) To conduct eight GRASP classes per year; d) To develop and exercise a supervision component that allows probation officers assigned to the program to augment regular supervision by making home visits to the gang member's homes during their enrollment in the class; e) To develop a parent empowerment component; f) To develop and implement a risk assessment, referral, and case plan management system that will readily identify gang members, rate their risk for criminal offense or participation in gang activity, and comprehensively monitor all needs including social, medical and/or educational; g) To design a training program for probation officers, community

groups, and school officials on recognizing gang lifestyles and referring youth to the GRASP program.

The goals of the program will be to reduce recidivism of gang related crimes during and after the program, while still on probation, and following completion of probation. The secondary goal (or primary goal if not on probation) will be to reduce or eliminate gang lifestyle activities, including association with gang members, gang dress, or possession of gang paraphernalia. Lastly, we hope to observe a statistical reduction in gang membership, the number of STEP'ed gangs, and gang related crime with law enforcement agencies in the targeted area.

Performance Measures and Projections:

Outcome statistics and performance measures are easily quantifiable. Records will be kept on every youth referred to the program. These records will consist of referral forms and risk assessments. Documentation will be kept on those youth who are enrolled in GRASP, including attendance, behavior, etc. Probation officers providing regular supervision and the GRASP officers will conduct home visits and make compliance checks during the program. Parental involvement will also be documented. The aforementioned documentation will be kept on case management forms, which will be similar to current probation case management documents, but specialized to address the needs of gang involved youth. All training offered to school and community based officials or probation officers will be documented, with subsequent records kept on the referrals from each source and the validity of their assessment.

It should also be noted that the probation department maintains a caseload database system called JNET. All youth referred to the program who are on probation will have extensive

further data available in this system. For those youth not on probation, this information can be captured on the case management plan when enrollment in the program.

Program performance will be measured by analyzing the behavior of participants and compliance to probation conditions and laws before, during, and after the program. Probation records and JNET will assist in tracking these youth. For gang members not on probation, any post-program delinquency resulting in an arrest would normally be recorded in the JNET system. These youth can be tracked in this manner. Then, justice agency statistics for the targeted municipalities can be analyzed to determine if there is a reduction in juvenile gang-related crime, gang membership, or the activity of gangs following implementation of the program. Lastly, a pre and post-program survey will be administered to the youth to track changes in the cognitive process of enrolled gang members. This measure was implemented during the previous GRASP program and yielded valuable information (Meltzer, 2001).

The availability of data from this program and other probation sources, and ease of analysis, suggests this is an excellent program for further research. Although the probation department would consider expansion of the program to the West Valley area during a second year of programming, GRASP will not initially service this geographic region. The probation gang population in this area will receive regular probation supervision, but no benefit from the GRASP program. This would allow random and experimental group research of these two gang populations, should the grantee select this program for further scientific evaluation.

Implementation:

Organizational Description:

The organization of the GRASP program can be divided into four separate categories: a) referral, assessment, and design of case management plans; b) the class; c) home visit and parent empowerment; d) community and school outreach and training.

The referral will consist of identification of gang members. Dr. Meltzer's analysis included a recommendation that program participants be screened to include just gang members, not those thought to benefit from the program despite lack of gang affiliation. The fourth category, training, will assist educators, organizations and probation officers in knowing who to refer. GRASP officers will administer risk assessments on youth referred to the program to determine the level of gang involvement. All youth accepted into the program will receive a case management plan to assure all aspects of risk and need factors are addressed.

The classroom component is the most significant portion of the program. Participants will be required to attend a 12-week class. It will meet one night per week for 90 minutes. Two classes will run simultaneously. Lower risk youth, gang affiliated taggers and non-probationers will be separated from the higher risk youth, as determined by the risk assessment. The majority of the youth will be on formal probation. Attendance will be ordered by the court under the standard "attend counseling" term. Those youth not on probation will attend on a voluntary basis. The curriculum is divided into three parts. The first three weeks will feature presentations by probation officers, a juvenile court judge, the District Attorney's Office, the Public Defender's Office, and law enforcement. The objective is to provide information about laws, enhancements for gang related crimes, the STEP act, prosecuting juveniles as adults, and sentences for use of a firearm. In the second part of the program, a five-week segment will

concentrate on the risks, dangers, and consequences of a gang lifestyle to raise awareness of how the participant's behavior affects themselves and others. The coroner will present a slide show with stories of gang related homicides, substance abuse accidents, and autopsies of gang members. Speakers from the community will include former gang members, victim's rights groups, substance abuse counselors, and faith-based organization leaders. Also in this segment, one evening is directed at parental involvement, recognition of gang behaviors, and parenting skills. The final four classes present alternatives to the gang lifestyle, educational, and vocational opportunities. Presentations are made by community colleges, vocational programs, the military, the California Conservation Corps, and Job Corps. Material focuses on self-discipline building to avoid contact with gang member associates. As part of the final section of programming, the probation department provides information on a laser tattoo removal program.

Participants may also be required to perform community service or attend additional counseling in substance abuse, anger management, social skills training, weapon diversion, or family counseling. The probation department currently offers these programs.

The third major component of the GRASP program will consist of home visits. This was envisioned but never implemented as part of the original GRASP program. One concern raised from the original program was that valuable education gained from classes was simply negated when the youth returned to the gang influences of his neighborhood and home. Therefore, the GRASP program will incorporate supplemental home visits made by GRASP the probation officers while the youth is enrolled in the program. The objective of these contacts is two-fold. First, a true assessment of the youth's risk factors and progress is best observed in the home, not in the classroom or probation office. Secondly, GRASP officers can remove or reduce negative influences during home visits through enforcement of probation terms, parental contact, or

contact with other gang members in the neighborhood. Therefore, GRASP officers will augment regular supervision with at least three specialized contacts during enrollment in the program.

As a fourth major component, the GRASP officers will provide a referral process and gang awareness training for school districts, community and faith based organizations, and probation officers. This training will be scheduled and tailored to the needs of the specific organization. However, an objective will be set to establish training and a referral process with every school district within the target area.

Organizational Structure:

The mission of the San Bernardino County Probation Department, its reputation for creative programming, professionalism of its officers, and authority as a justice agency indicate it is most suited to operate gang intervention programs.

Two probation officers, a Probation Officer II and a Probation Officer III, will operate the program. Responsibilities will be divided between them, but each will oversee one of the two classes running simultaneously. Security assistance will come from other probation units during the class. Home visits will be conducted by both officers together or an individual officer teamed with probation officers from units conducting home visits to those neighborhoods. Teaming with other probation units will also be an important factor in the training of other officers.

A Probation Officer II is the journey-level rank for probation officers. A Probation Officer III is a senior level officer, but not a supervisor. It is necessary to assign a Probation Officer III to this project as several duties fall into the job description of a senior officer, and should not be expected from a line staff officer. These duties include establishing this program and designing referral, assessment, and case management tools, which will require knowledge

and organizational skills commensurate of senior officers. Contact with judges, prosecutors, public defenders, coroners and other justice agencies will be necessary. Representation of the probation department to other agencies is suited to senior officers. Then, developing training sessions with schools, organizations, and probation officers is a program component undertaken by senior officers. Supervisory duties cannot be performed by a Probation Officer III, such as administrative oversight, personnel issues, time and attendance, payroll, and employee performance evaluations. Therefore, supervisory oversight will be assigned to a Supervising Probation Officer, the supervisor rank within the department. These responsibilities are not expected to exceed 5% of the supervisor's duties. A Clerk II (the journey-level clerical rank within the department) will be assigned to assist with telephones, payroll processing and preparation of classroom material. This is not expected to exceed 5% of the clerk's overall duties. Additionally, a probation fiscal clerk may assist with audits or financial reports and will be paid via indirect costs. Administrative oversight for the entire program will be provided by the Probation Division Director II in command of the Central Juvenile Division. Authority then ascends to a Deputy Chief Probation Officer and ultimately to the County Chief Probation Officer. It is not necessary to budget salary for administrative oversight of the Director, Deputy Chief, or Chief Probation Officer.

Operational Agreements:

The GRASP program will be operated solely by the Probation Department. Other agencies or individuals participating will be providing guest speakers, on a voluntary basis. There will be no financial encumbrances between the Probation Department and these agencies. Nevertheless, Operational Agreements are included as an expression of cooperation between the Probation Department and likely guest speakers. It should be noted that Dr. Meltzer

recommended the speaker's list be updated and rotated frequently.

Future Plans/ Funding:

A long-term strategy is in place to assure continuity of the program in the absence of funding. The probation department traditionally affords mandated responsibilities through county provided general funds. However, the department often depends on grant funding to operate special programs such as GRASP. In some cases, the termination of this funding stream causes elimination of that service. Ideally, operation of the program should be assigned to full time probation officers. This is a necessity during the expansion from the original GRASP program, during creation of referral, risk assessment, and case management plans, and coordination with other agencies and class speakers. However, the probation department has an Associate Probation Officer program comprised of individuals working on a voluntary basis. Four volunteers will be assigned to the program at its inception, in preparation of transition of class programming and training to the APO program. The Associate Probation Officers will be able to operate the classroom component once the program has been established and they have participated for a year or more. The GRASP Probation Officer's duties of home call supervision and case management responsibilities will be incorporated into the regular duties of the assigned probation officer. Through training and exposure to the GRASP program, we intend to transition from a specialized program operated by two-full time officers, to supervision and treatment practiced by all probation officers as a standard process for gang involved minors with time intensive duties, such as the twelve week class, to be handled by Associate Probation Officers.

BUDGET NARRATIVE

The program costs proposed in the attached budget are a combination of specific costs to the program (i.e. salary & benefits, mandatory attendance of program meeting) and general operating costs that are necessary in order to support the program. The Operating Expense budget reflects expenditures that are ordinarily incurred for the purpose of providing the financial support departmental staff need in order to accomplish their daily job duties.

The GRASP program will have several components that will require that certain expenditures be made in order for staff to properly accomplish the program objectives. One such component will require home contacts by the probation officers. Although a vehicle will not be purchased, one will be acquired (on loan) through the County's Motorpool fleet. There are monthly fees that are applied for using a county vehicle; a flat rate and a variable rate based on the monthly mileage. These costs are necessary so that home visits can be conducted by the officers. By incorporating a home visit component the department is able to do four very important things that cannot be accomplished from the classroom. These are outlined in the project narrative.

Two probation officers, a Probation Officer II and a Probation Officer III, will operate the program. Their full time responsibilities will be the operation of the program as described in the project narrative. Responsibilities will be divided between them.

A Probation Officer II is the journey-level rank for probation officers. A Probation Officer III is a senior level officer, but not a supervisor. It is necessary to assign a Probation Officer III to this project as several duties fall into the job description of a senior officer that are not expected from a line staff officer. These duties include establishing this program and designing referral, assessment, and case management tools, which will require knowledge and

organizational skills commensurate of senior officers. Contact with judges, prosecutors, public defenders, coroners and other justice agencies will be necessary. Representation of the probation department to other agencies is suited to senior officers. They will also be responsible for developing training sessions with schools, organizations, and probation officers.

Qualifications and educational requirement levels for the program staff (Probation Officer II and Probation Officer III) require that both officers are sworn peace officer pursuant to PC 830.5. Educational levels include college coursework equivalent to bachelor's degree. Upon appointment, probation officers are required to complete a rigorous educational training program prescribed by Standards of Training for Corrections and Peace Officer Standards and Training. Additionally, staff appointed to this grant program will be veteran officers will specialized expertise in gang culture and intervention methods.

Although a full-time supervisor is not needed, supervisory duties cannot be performed by a Probation Officer III, such as administrative oversight, personnel issues, time and attendance, payroll, and employee performance evaluations. Therefore, supervisory oversight will be assigned to a Supervising Probation Officer. It is estimated that 5% of their time will be necessary to perform these supervisory duties for this program. The direct time the supervisor spends on the GRASP program will be applied to their salary & benefits and supported by a time study report.

A clerk II position is also needed in a support role for the program. It is estimated that 5% of their time will be necessary to perform clerical duties for this program. These duties include receiving and transferring phone calls to the appropriate Probation Officers, preparing and photocopying materials for classes, and word processing and document preparation. This position will also receive and process payroll and time studies for the Probation Officers

involved with this program. The direct time the clerk spends on the GRASP program will be applied to their salary & benefits and supported by a time study report.

There is a mid-year salary adjustment for the Supervising Probation Officers and Probation Officers. Per the Memorandum of Understanding for these classifications, the increase will be 2% effective December 25, 2003, which is reflected in the Salary & Benefits budget.

The costs in the budget for training and travel are a result of the grant's requirement to have staff attend a meeting in Sacramento. Attendance is mandatory.

The equipment budget is for the purchase of a computer, which is essential in that it will support another component of the program, which is the case management report. The case management report is an extensive document and therefore is automated. Also other pertinent client information is on a database system, JNET, which will be needed to extract client information and verify referrals and so on for the purpose of the program. It will also be used for daily word processing tasks associated with the program and will allow the staff Internet access should they need to "visit" the OCJP website.

The Administrative costs were calculated using 10% of total Salaries, one of two methods suggested in the grant proposal. They include but are not limited to such costs as: the probation department's fiscal staff and internal payroll staff. Fiscal oversight plays a significant role in the success of a program. Their duties include maintaining program fiscal files, accounts payable, accounts receivable activities as well as monitoring the program budget, assisting with audits, ensuring financial compliance or completing the financial reports/invoices.

The department's payroll staff's main function is to ensure appropriate payment to staff, to review and process Time & Labor reports timely and to ensure department compliance with personnel rules and fair labor law practices.

Administrative oversight for the entire program will be provided by the Probation Division Director II in command of the Central Juvenile Division. Authority then ascends to a Deputy Chief Probation Officer and ultimately to the County Chief Probation Officer. Other costs included in this budget category are workstation equipment for staff, space usage, etc as well as all other indirect costs related to the support of the program.

BUDGET CATEGORY AND LINE ITEM DETAIL	
A. Personal Services - Salaries/Employee Benefits	COST
<p>Probation Officer II: Salary: 1 @ \$ 57,594 x 1 FTE Benefits: 1 @ \$19,138 x 1 FTE (33 % of salary)</p> <p>Probation Officer III: Salary: 1 @ \$61,980 x 1 FTE Benefits: 1 @ \$21,037 x 1 FTE (34 % of salary)</p> <p>Supervising Probation Officer: Salary: 1 @ \$71,807 x .05 FTE Benefits: 1 @ \$25,131 x .05 FTE (35% of salary)</p> <p>Clerk II: Salary: 1 @ \$24,076 x .05 FTE Benefits: 1 @ \$10,695 x .05 FTE (44% of salary)</p> <p>Benefits paid to employees include Health & Dental Benefit Plan, Retirement Indemnification, Vision plan, Life Insurance, Disability Insurance, Social Security Medicare and Survivors' benefit</p>	<p>\$ 57,594</p> <p>19,138</p> <p>\$ 61,980</p> <p>21,037</p> <p>\$ 3,590</p> <p>\$ 1,257</p> <p>\$ 1,204</p> <p>\$ 535</p>
TOTAL	\$166,335

BUDGET CATEGORY AND LINE ITEM DETAIL	
B. Operating Expenses	COST
<p>Communications: Paggers - \$2.40 per month x 12 months x 2 paggers Phone lines - \$27 per line per month x 12 months x 2 phone lines ISD (data process/JNET access) JNET access -\$25 per month x 12 months Infrastructure-\$36 per month x 12 months Radio monthly access fee - \$6 per month x 12 months x 2 radios</p> <p>Printing Services</p> <p>Office Supplies</p> <p>Motorpool expenses: Mileage – 5,400 estimated miles x .23 per mile \$1,242 Base rate - \$329 per month x 12 months 3,948</p> <p>Miscellaneous expense - mobile radio installation - \$68 p/hour labor; estimate 1 ½ hrs</p> <p>Training/Travel: Air travel – \$176 (estimated) x 2 \$352 Private mileage to airport 54 miles x .34 x 2 37 Shuttle to/from meeting - \$10 per trip x 2 trips x 2 40 Airport parking - \$10 per day x 3 days x 2 60 Meals - \$40 per day x 3 days x 2 240 Lodging - \$84x11%(taxes) per night x 2 nights x 2 373 Registration fee - \$200 x 2 officers 400</p> <p>Audit costs – estimate 1% of award total</p> <p>Administrative Overhead – 10% of salaries \$124,368</p> <p style="text-align: center;"><u>Justification</u> Communication-phone service, radio access charges, and data processing access fees (includes JNET database access & infrastructure access) for 2 employees needed to perform job duties. Printing services– costs for class handouts, flyers, business cards etc. Office Supplies-consumable supplies needed to support each position to perform job duties. Motorpool – county motorpool vehicle needed for home visits. (see narrative) Training/Travel-Mandatory training required in accordance with OCJP regulations. Audit Costs – audit required in accordance with OCJP regulations.</p>	<p>\$ 58 648 300 432 144</p> <p>600</p> <p>225</p> <p>5,190</p> <p>102</p> <p>1,502</p> <p>1,896</p> <p>12,437</p>
TOTAL	\$ 23,534

BUDGET CATEGORY AND LINE ITEM DETAIL				COST
C. Equipment				
1 desktop computer:				
Dell GX260 PC with 17" CRT monitor, cables				\$ 1,060
Microsoft office sp pro, windows network license				400
Tripplite 350 v batter backup surge protector				56
Sales tax				117
CATEGORY TOTAL				\$ 1,633
PROJECT TOTAL				\$191,502
FUND DISTRIBUTION	FEDERAL	STATE	CASH MATCH	IN-KIND MATCH
1. Amount of Funds	\$ 191,502			
2. Percentage of Funds	100%			

OCJP-A303c (Rev. 7/97)